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OC-M-70-795

22 DEC 1970

MEMORANDUM FOR: Chief, DD/S Plans Staff

SUBJECT : Agency Management Improvement Program

REFERENCE : DD/S 70-4530 dated 16 November 1970

1. As an initial step in implementing OMB Circular A-44 (Revised) dated 16 November 1970, this Office considers the automation of the Headquarters communications terminal to be an item identifiable under the Management Improvement Program (MIP). The Office of Management and Budget representative is aware that OC is undertaking the automation of the Langley Headquarters communications terminal in FY-1971. The installation of the equipment will commence during the second half of FY-1971 which coincides with the period to be covered in the initial MIP report.

2. Insofar as is practicable, the attachment follows the guidelines attached to Circular A-44 (Revised) as modified by the reference. You will note that exact adherence to A-44 is impossible at this date in view of the fact that we can not foresee the full impact of ACT Phase I when it becomes operational.



Director of Communications

Att
Management Improvement Report

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MANAGEMENT EFFECTIVENESS

1. Submitted by: Office of Communications, DD/S.
2. AREA: Automation of Langley Headquarters Communications Terminal.
3. FISCAL YEAR: 1971.
4. PERIOD: 1 January 1971 TO: 30 June 1971
5. PERFORMANCE MEASUREMENT:
 - a. Performance Indicator: The number of messages processed per man in the Headquarters Terminal (Terminal traffic only).
 - b. Base Period Reference Identification: Fiscal Year 1971 will be used as the base period reference since that year will have been the one immediately prior to operational activation of the system in the second quarter of FY-1972. Initial savings (increased productivity) are anticipated in FY-1972 when the automated terminal will have been in effect for slightly more than seven months. Additional savings should be achieved in FY-1973, the first full year of operation.
 - c. Base Year (FY-1971) Performance Data: 230,372 messages handled in July to November for a projected annual total of 552,892. Personnel assigned to terminal = 78. Productivity factor in base year = 7088 messages per man per year (projected).
 - d. Goal: The goal in automating the headquarters terminal is to increase productivity per man in the terminal. At the conclusion of FY-1972 it is anticipated that productivity will increase by 14.7%, based on 8,130 messages per man per year. This increased productivity allows operation with a reduction in average employment (A.E.) in the terminal of ten man-years. The A.E. for this facility is planned at 6 man-years lower in FY-1972 to reflect the expected gain. Additional benefits are anticipated from the automation of the terminal, including:
 - (1) Automated procedures should effectively eliminate incorrect routing of outgoing messages due to human errors in address assignment and tape preparation.
 - (2) On-line inquiry will provide for significantly more rapid access to current messages for readdressal or retransmission purposes.

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✓ (3) There will be a distinct improvement in the "need to know" security posture of the communications terminal. The new system will substantially reduce the number of persons who are exposed to the bulk of incoming and outgoing message traffic in readable form.

✓ (4) Such a system will provide desired statistics that will permit managers to take action in a more timely manner.

✓ (5) The system will provide a greater degree of reliability in monitoring continuity of traffic as well as protecting against the loss of messages than is now possible using manual (human) processes.

✓ e. Performance Evaluation: Actual performance evaluation will be deferred until the automated terminal has been in operation for a reasonable period of time. It is estimated that the first meaningful evaluation can be made in the June 1972 Management Improvement Report.

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A. Section 1. Management Effectiveness Goals.

✓ 1. To improve the data base of communications equipment in use in the OC worldwide system by the expanded use of punched cards or other ADP adaptations. Annual programming and continuing control of materiel will be aided by an improved data flow.

2. Towards the goal of improving the communications support to the Clandestine Services, the Communications Clandestine Division will be reoriented into three major program teams covering High Frequency, Limited Range and Clandestine Satellite communications. The expected gains are the achievement of a closer and continuing working relationship between the engineering and operational representatives of the organization.

3. During the last 5-10 years communication systems and equipments have become more numerous, diverse and sophisticated. One of the resulting problems is training operators and technicians (responsible for installation and repair). The problem has become acute in two dimensions. First, individuals are experiencing more and more difficulty learning each additional new system as it comes along, while, at the same time, retaining the precise knowledge required of older systems and equipments. It may be, and probably is, a question of asking even the more intelligent and skilled employees to absorb and retain too much. Secondly, the amount of training to productive time is increasing alarmingly. For a technician, about 25% of his time is now spent in training. This, in turn, means that the new commo systems and equipment, while often requiring fewer operators, increase the technician position required to support them.

The overall goal is to achieve an optimum balance between generalization and specialization, training opportunities and skill retention and productive to training time. The specific goal is to handle existing equipment as well as that planned for installation in the first half of CY 1971 without providing additional positions in the areas described above.

4. The maintenance and repair of today's highly sophisticated communications equipment is aided immeasurably by an equally sophisticated family of test equipment used primarily to assess performance level or to diagnosis problems. Nevertheless, the operation is still a manual one and with each new equipment becomes more complicated and time consuming. The only alternative to more positions for technicians, and more and more technical training, is to automate repair and maintenance--this is the goal. For example, a way may have to be developed where a punched card collected from a complex piece of equipment, say in Africa, can be returned to a central computer, analyzed to determine its condition and thus avert breakdown.

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5. The office has a goal to attain a personnel ceiling reduction of 38 people in FY-1971. This reduction to be achieved with as little disruption to operations and personnel morale as possible. Attainment of the reduction must be accomplished with assurance that the proper mix of skills will be preserved. Towards this goal a program to train code clerks into radio operators has been undertaken and will be continued.

6. Another goal is to complete the change from Type I to Type II Financial Property Accounting (FPA) procedure. During 1969, the change to Type II FPA was made for Africa, [] Northern Europe, the [] [] and Latin America. During 1971, the changeover will be completed for the North Asia account at [], the Mediterranean and Near East account at [] and the [] at Headquarters. This change in FPA procedures will allow the office to avoid double costing of property transferred between communications activities and should reduce the tendency to hold on to property rather than turn it in when it is no longer required. The new procedures should make possible a reduction of total property within the communications system by allowing a reduction in overseas warehouse stocks. Headquarters will direct redistribution between overseas areas of property no longer needed by the using activity.

Another benefit from the transfer of financial accounting to Headquarters will also increase flexibility to redistribute between areas of Property Requisitioning Authority (PRA) by avoiding the need for multiple sub-allotments of PRA.

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6. Another goal is to complete the change from Type I to Type II Financial Property Accounting (FPA) procedure. During 1969, the change to Type II FPA was made for Africa, [redacted] Northern Europe, the [redacted] [redacted] and Latin America. During 1971, the changeover will be completed for the North Asia account at [redacted] the Mediterranean and Near East account at [redacted] and the [redacted] at Headquarters. This change in FPA procedures will allow the office to avoid double costing of property transferred between communications activities and should reduce the tendency to hold on to property rather than turn it in when it is no longer required. The new procedures should make possible a reduction of total property within the communications system by allowing a reduction in overseas warehouse stocks. Headquarters will direct redistribution between overseas areas of property no longer needed by the using activity.

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✓ BEST of [redacted]

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23 December 1970

SUBJECT: Additional Management Improvement Program Item

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Within the next six months OC plans to install and activate a system called "Bulk Encryption System Technique" (BEST) at the [] Relay Station. This technique will enable the Office to bring the traffic from the tributary stations of [] back to the [] for relay. Relay at this point will be accomplished by the computer-based switch called MAX III. This system will enable the Office to continue relaying Middle East traffic now done manually at [] with the decreased number of personnel resources available to the Office.

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